DOCUMENT RESUME

ED 217 860 IR 010 242

AUTHOR Mwenegoha, Hamza A.
TITLE The Role of Communication in Library Management. Occasional Paper No. 34.
INSTITUTION Tanzania Library Service, Dar es Salaam.
PUB DATE 75
NOTE 35p.; Best copy available.

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Administrative Principles; Administrators; Committees; *Communication Problems; *Coordination; Librarians; *Library Administration; Library Planning; *Organizational Communication

ABSTRACT

This paper defines and discusses the nature of management; outlines the primary management functions and activities, emphasizing the importance of communication and coordination to successful management; and examines the place of communication as a management function in the library setting. After a discussion of the key role of coordination in management, various approaches to organizational coordination are outlined, including chain of command, grouping of activities, formation of committees, and informal discussions. Some of the basic definitions of the manager's role within the organization and the qualities common to managers and administrators are then reviewed. A discussion of the tasks and functions of the manager with respect to problem solving, planning, staffing, and coordination is followed by a discussion of the nature, importance, and purpose of communication within organizations. The relationships between organizational communication and conflicts in library administration, time usage in libraries, and library effectiveness are then addressed. The activities of librarians that are facilitated by effective communication are briefly reviewed. A reference list and three figures accompany the text. (JL)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.
Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

ED217860

THE ROLE OF COMMUNICATION IN LIBRARY MANAGEMENT

by

Hamza A. Mwenegoha

Tanzania Library Service
Occasional Paper No. 34
1975

IR010242

BEST COPY AVAILABLE

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

E.E. Kaungamno

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

WHAT IS MANAGEMENT ?

To understand very well the relationship of management and communication one has to know the meanings of the two terms regardless of where, how and when the terms are applied. Perhaps this is an orthodox way of tackling a subject. However, I believe that the definition and explaination of such terms are an essential step in understanding better the whole subject in which I will apply these terms with the assumption that they are clearly understood.

The term management is not a new one nor is it a strange one to librarianship. The word as well as its meaning is well known in all walks of life. However, librarians are used to calling it administration or Personnel Administration rather that Management. It is better, therefore, to look into the definition of the word MANAGEMENT.

Management may be defined as the process by which the execution of a given purpose is put into operation and supervised. The combined output of various types and grades of human effort by which the process is effected is again known as management, in the human sense. Again the combination of those persons who together put forth this effort in any given enterprise. The term, therefore, covers the process of managing, the combined human ability involved in managing and the personnel required to manage. With such a definition, I am convinced that management could be equelled as the synonimous term to co-ordination.

MANAGEMENT - CO-ORDINATION

Eventhough it might appear that the word Co-ordination has just been dumped into the managers handbook as an important tool, co-ordination is definetely the essence of management. This is proved to be so since each of the basic functions of management, which are planning, organization and control, is an exercise in co-ordination.

In coordination the danger to management rises by the fact that often individuals perceive the group's goals differently and then choose different methods or ways of reaching the goals in question. What is the coordinator supposed to do? It is very well known that a coordinator is not a dictactor. Therefore, his main task is to keep everybody together and at the same time manage to draw out individual strengths in the process.

Co-ordination has got some unifying strategies. The most important is that the co-ordinator must make sure that each employee understands and appreciates the place of his job in the total picture. However,

one should look out for the danger of oversighting the fact that there is always a difference between appreciation and understanding. It is easier to understand than to appreciate particularly when the job is like poisining and stamping the ownership stamp at the bottom of the title page of books soon after the books have been checked against the invoice. It is at such stages that care must be taken. Does the employee appreciate? Or to what extent does he feel that he is contributing to the total effort of the Department or the whole library system? A slight uneasiness at this stage is likely to cause concern and co-ordination falls into problems.

Commenting on the importance and nature of coordination Mary Parker Follett said ...." It is achieved through inter personal vertical and horizontal relationships of people in enterprise. Ideas, ideals, prejudicies, and purposes are passed from workers to worker more effectively than from memo to bulletin Board. To unify the employees in working toward company goals, the wise co-ordinator will facilitate and participate in the communication among all levels of employees, coordination is a communicated commodity, not an ordered once."

Another factor which affect coordination is the element of time. Timing of the coordination is as important as the coordination itself. Therefore, the earlier the coordination takes place the better. It is a common factor and an ideal situation to complete coordination before introducing any plan the librarian (manager) might have for the employee to accept it. However, for coordination to be smooth, very few changes if any should be done to the original plan. "The need for continous, cooperative horinzontal and vertical interchange of information can hardly be over emphasized. Good coordination attacks problems as they arise. Controlled coordination will anticipate them and prevent their occurance."

In summary, therefore, coordination is perhaps the closest true synonym for management. The challange of coordination is to capitalize on individuals differencies while maintaining control. What the managere crafsman is trying to accomplish with all his tools is co-ordination - he wants everybody to cooperate in reaching the group goal.

Problems and Remedies of Coordination:

As we have seen earlier that coordination is necessary to ensure that related activities in different groups and departments merge together and contribute to the common purpose. Wherever there is a

need for coordination there is likely to be a problem in obtaining it. There are various ways or reasons why problems arise. Problems may rise as a result of conflicts of interests between individuals, groups, departments and the organization as a whole and its branches or subdivisions.

It is always possible to reduce coordination problems. This can be done by good organization, nevertheless, the most appropriate method will vary with circumstances. However, the main means of coordination is the chain of command. Each librarian has to try and synchronise the work of those of his subordinates whose work is related. It is extremely important the way in which activities are grouped because this will affect the amount of coordination that is needed and on the ease or difficult with which it can be achieved.

Eventhough committees are a useful means of co-ordinating knowledge and viewpoints of different individuals and departments, much coordination can be reached by informal discussions and thought should be given to making this easy for the people who need to talk to each other to do so. In addition these methods of co-ordination, the librarian should take into account other two methods which are the Special Co-ordinator and the project group.

All these methods of Co-ordination which I have tried to outline above have their own remedies and problems inspite of many advantages and being good guide lines. Before turning to discussing management further it would perhaps be better to look into these said remedies and problems of co-ordination.

It is always said that in an ideal organization co-ordination would not be a problem it would be a task. What does this mean? This means that all members of the staff would agree to their common purpose and would work together to achieve it. As a result they would be more interested in pursuing the objectives of the organization rather than own individual or departmental interests. They would also make sure that their contribution is geared to the effeciency of the whole organization. As a feedback they would expect to be perfectly informed about the effects of their activities on their departments. As can be deduced an ideal organization is an impossible thing to achieve by a man-made organization. The description of what happens in an ideal organization only provides a guide to what can be done to reduce problems of coordination. Usually Coordination problems arise because people do not know

what they should be doing in order to relate their activities to those of others and other departments or even branches and other parts of the organization as a whole.

Organization Vs. Branches:

The extent to which the activities of seperate branches or divisions in a large organization need to be coordinated will depend upon the Library's policy. It is a common trend, particularly in Africa, for library system to have a Board of Directors which controls the policy of the organization as a whole. Therefore, the problem of conflicts between the main organization and the branches are not common to appear. Hence, such policies of centralization will not create a need for co-ordination or a conflict of interest within a single organization. However, this should not mean that conflicts cannot happen between branches and main library. Missmanagement of the branches could lead to a conflict of one kind or the other.

Conflicts between Departments or Branches:

Conflicts between departments are more likely to appear within library systems that have many branches, such as the Tanzania Library Service. Taking TLS as an example here the term department refers to the Headquarters only and the rural service points are known as Regional libraries or branches. However, one cannot rule out the possibility of a wide difference in viewpoint stemming from the special needs and problems of their branches. Good service wants a steady management so that librarians can plan to use their resources of men as efficiently as possible.

The main danger and a greater cause of conflicts is the failure of coordination and communication between the HQT. and the branches. The branches in order to keep their Community or readers happy, would always promise the availability of new supply of books. This, however, in terms of TLS would be expected to come from the "Acquisition.... Department". It is however a very unfortunate incident since the department is not able to meet all the demands at once as it is usually in libraries. Nevertheless, the implication in this case is the fact that the Acquisition Dept. is holding books and it is in this way always possible to raise a missunderstanding unless someone communicates and he is understood.

Moreover, it is true that a conflict will always exist unless and until there is a good Coordination between different service points. Otherwise there will always be complaints such as "those people at HQ are not doing anthing! Whenever we tell them of our shortage of books we do not receive a convincing repply." In actual fact what both partiis should do is Coordinate well so that everybody knows very well what is happening. Blames on each other do not pay and actually destroys the goal of the organization as we have seen before.

FAILURE OF COMMUNICATION.

It is believed that bad information often attributes Coordination problems. Eventhough this is sometimes taken as a correct explanation, it can also be an excuse for poor management attitudes. A good communications system is no substitute for a willingness to cooperate with other librarians. Therefore, it is extremely important for the librarian to know very well or be aware of sources of conflicts of interests and of the reasons for the differences in viewpoint. Of course, I am not trying to underrate the importance of communications system. How then do so many conflicts arise? Many of the conflicts are caused by Co-ordination problems. And many co-ordination problems arise because people do not know how their activities are affecting other people who should be kept informed or even consulted before action is taken. This happens mainly when there is a change. Unless the problems are presean at planning stage and see where co-ordination will be needed, problems in coordination are bound to happen. All this is caused by a failure of communication within the system and therefore, there will be a need for the management to find out where they have gone wrong so that correction can be done at once.

So What?

We have seen that coordination besides being a very important tool in management has got its problems. Moreover, we saw so many ways that cause problems to arise. A good manager or a good management system will try to devise ways of reducing the problems eventhough it is very hard and practically impossible to wipe out completely the problems of coordination. Though good organization helps to reduce both the needs for and the problems of coordination, the methods that are appropriate in one organization may not be suitable in another where conditions are different.

It is a very well known phenomena that organizations undergoing a rapid rate of change will tend to have more coordination problems that those that are experiencing little change. Those in a relatively stable environment should have learnt where coordination is necessary and what should be done to achieve it. Those with a rapid rate of change will have to give more attention to promoting it and to trying to foresee the new coordination needs that will arise. coordination must, therefore, be an on-going activity if it is to keep up with changing conditions. Below I am goind to try to discuss a few ways that can be used to reduce coordination problems.

(a) Chain of Command.

Almost all organizations use this as the main method for coordinating the activities of different individuals and groups. Any librarian who is incharge of subordinates who work on related activities must try and ensure that their work is coordinated. This is one of his major responsibility.

Blan and Scott, reviewing the effects on performance of the organization of small groups, concluded that "hierarchical organization serves important functions for achieving coordination and that it does so specifically by restricting the free flow of communication." This means that groups which are hierarchically organized, the leader assumes the dominant role of coordinator.

(b) Grouping.

Coordination can be simplified and made easy by the way in which activities are grouped. Grouping has other important criteria in addition to that of arising problems of coordination needs. It is important for the librarian to ask himself the following questions: "Where are there likely to be coordination problems? What can I do to reduce them?" This means that the librarian asks himself also: "Who will need to talk to whom? And what I am doing to make it easy for them to do so?"

(c) Committees

What is a Committee?

Perhaps before discussing what committes do we would rather see what they are. "It is two or more persons appointed by their immediate

superior for the purpose of acting or advising their superior about a subject that is not clearly within the competence of any of them."

It is a common thing for librarians and managers to complain or talk of committees as time wasting and less productive practice. This is usually the reflection of the way the committees work. That is the failure of committees always draws a big group management grumbling on the activities of the committees.

However, not all committees are the victim of condemnation. Committees are often a necessary means of coordination.

Committees are a very useful tool and sometimes an indispensable means of coordination but they can easily be abused. There is no point in setting up committees when there is no need of doing so. When committees are set up they should not continue meeting after the need for them has passed. Definately committees are difficult to run efficiently. Therefore, there is a need of looking critically at all proposals for new committees to decide whether they can serve a useful purpose, and of reviewing, at intervals, whether existing committees are still needed.

Perhaps it would be ideal at this juncture to see the advantages and disadvantages of committees. Eventhough the managers and librarians are aware of disadvantages, I still would like to begin with these and then go on to discuss the advantages.

The disadvantages can be summed up briefly as:

i. They take the time of a number of people both in the actual meeting and in the paperwork before and after.

ii. For some, or all, of the people present at least part of the meeting may be a waste of time.

iii. A minor drawback is that it can be very difficult to find a date that suits all, or even many, of the members of the committees.

iv. They can slow down action, or even stifle in altogether, thus inhibiting innovation.

v. They weaken accountability because no one may feel responsible for a decision taken by a committee.

vi. They may arrive at a very mediocre decision through the group proces - lowest common denominator.

The advantages of committees are:

(i) They can prevent decisions being taken too quickly. There are times when it is very important to try and reach the best decision, even if this takes longer. This can best be done in a committee rather than in an informal group or general meetings.

(ii) They can improve decision-making by bringing together all those whose experience is necessary to the decision. Committees usually co-ordinate the different view points and knowledge of departments. By doing this it ensures that relevant knowledge is not overlooked.

(iii) Decisions made by an individual as there is more chance of preconceived ideas and emotional judgements being examined.

(iv) Committees can have an education value in keeping managers informed about the work of other parts of the library systems. However, it should be realised that using committees as a sources of information could have serious after-effects. Normally the top librarians or managers benefit but the middle managers or heads of departments may complain of time wasting caused by such committees.

(v) Educational value to member as well.

Whether people want or not committees are always being formed and therefore, they are always meetings. What therefore should be done to try and make the time spent in committees profitable? Perhaps Dale has some guides for us:

"1. (a) Composition: members should have homogeneity of outlook so that they may be able to reach agreement, but heterogeneity of background so that each can make a distinctive contribution to the discussion.

(b) Strong personality clashes should be avoid as they are likely to inlibit constructive discussion.

(c) Ideally members should want to take a moderate part in the discussion, being neither too active nor too retiring. However, there may be good reasons for not aiming at the ideal as it might mean excluding an overly talkative character who yet had an original contribution to make.

2. Subject-matter: two groups of subjects are specially suitable for committees:

(a) problems that have many possible solutions;
(b) those that effect many aspects of the organization.

3. Size: the size that is appropriate will obviously very with the purpose of the committee. Smaller groups are better for reaching conclusions.

However perfect the above factors may be, good chairmanship is very important and will make all the needed difference in speed and usefulness of the discussion."

(d) Informal Discussions.

Of the many places that co-ordination takes place, the informal discussions are the best. This is usually true among librarians of the same level eventhough of different departments. These meetings do not have rules, neither specifications of time, nor do they have any kind of recordings. They are normally held as the needs arise. In some organizations this could be a way of life and as a result you are likely to see senior librarians discussing now and then either amongst themselves or with all levels of the staff-line.

Staff-rooms are best places for such discussions since in most libraries this is the place where all the staff have coffee or tea break in the mornings and evenings.

It is here where inter departmental queries tend to be raised. This is mainly because the person who is likely to answer the question is likely to be available by then and this saves the trouble for both the Senior and the junior, who perhaps would have to make an appointment to see this senior to get an answer.

Such informal get-togethers provide the opportunity to talk about related problems, however, because they are informal they need only be used when needed and the time taken can be much more flexible

than informal meetings. These gatherings whether they are departmental or inter library ones they are still the best method for coordination that any librarian cannot ignore.

MANAGEMENT.

It should not be viewed that I have completely substituted the word coordination for management. I decided to define and explain the word coordination first since coordination is the essence of management. Now after having seen what coordination is and how it works, eventhough to a small extent, it would be ideal to turn toward the word management. Perhaps before going on I would rather make clear the word manager in this context. Here the word manager shall refer to the librarian, the head of Department and other librarians who are in line to promotion of one way or the other. However, it does not mean that the meaning of a manager in the context of companies and other managerial activities should be ingored to what I am going to explain. Librarians and other managers do the same job but in different organizations. So actually a manager is a manager.

Since I have already defined the meaning of the word management at the early stages, I do not intend to go deep into the meaning of the word again. However, perhaps it would be better at this tage to have a look at definitions given by writers on management such as Brench, Dale, koontz, etc. Brench in his book The Principles and Practice of Management says that:

"Management is a social process entailing responsibility for the effective and economical planning and regulation of the operations of an enterprise, in fulfilment of a given purpose or task, much responsibility involving:

(a) judgement and decision in determing plans and in using data to control performance and progress against plans; and
(b) the guidance, intergration, motivation and supervision of the personnel composing the enterprise, and carrying out its operations."

According to Robert M. Fulmer:

"A manager is a historian, a psychologist, a social acientist, a logician, a Mathematician and a whole manager is one. Management is coordination".

The above two examples are enough to tell us what management is. However, is not enough nor is it justifiable to stop at such a definition when one has decided to treat the subject of management as of many elements. The element which I have choosen to look at length is Communication. I intend to analyse communication later. Therefore, here I will look into management in its different applicabilities.

The management principle is undergoing a revolution. One expects such a stage to take place since the world is generally undergoing a high rate of techlogical revolutionary changes. Management, which considers man as a working human being who is moral and social creature that is able to determine the type and amount of work to be done, is bound to change for the better as man's environment is changing or changed by him. Civilization is at its highest peak and therefore that which used to be simple is no longer simple but it has turned to be a world of complexities. It is this complexy nature that has made the word economic order to be the root of management. Within this root lies the simple principle of management which is, according to Brech:

"All economic activities is directed to a parallel two fold aim of supplying the goods and services that consummers need, and providing the means by which they can purchase these goods and services".

Brech, commenting further on this principle and the role that it plays he says: "....Management finds its role in this system because there are different contributory factors to be combined in the effective conduct of economic and social activities. There are the land and buildings and the materials, whether used in a raw state direct from natural sources or as the outcome of synthetic processes; the plant and equipment, machine tools, or, in the case of distribution, ships, rolling-stock and motor vehicles. Such factors of production and distribution are not of themselves productive they need the skill and effort of man. Throughout the entire range of economic affairs, the dominant feature is the work of the men and women employed - the human effort in part directed to the manipulative and operative tasks and in part to the mental process of designing, caculating, drafting, planning, corresponding, selling, deciding, managing. It is the pervasiveness of this human element that gives management its special character as a social process. However, these human forces are employed, they need to be unified, coordinated, welded into a team effort and directed effectively towards a given purpose. In this lies the role of management."

Having had such a plainly detailed explanation and comment on the principle and role of management we are posed with one question the answer of which shall clear matters. This is the question of - what is management after all? The definition of management varies very much but carries the same main elements which all point at MAN. These I call links in the management chain. These links are Administration, Human relations and Production. All these links are essential parts which form a pyramid made out of a triangle which each part forms a must part for management to be complete. A single link of these cannot be replaced or missed.

It is inter-relationship of these links that make management which it, therefore, would be broadly said to be concerned with seeing that the job gets done, and done effectively and efficiently. In order to get the job done, four things have to take place:

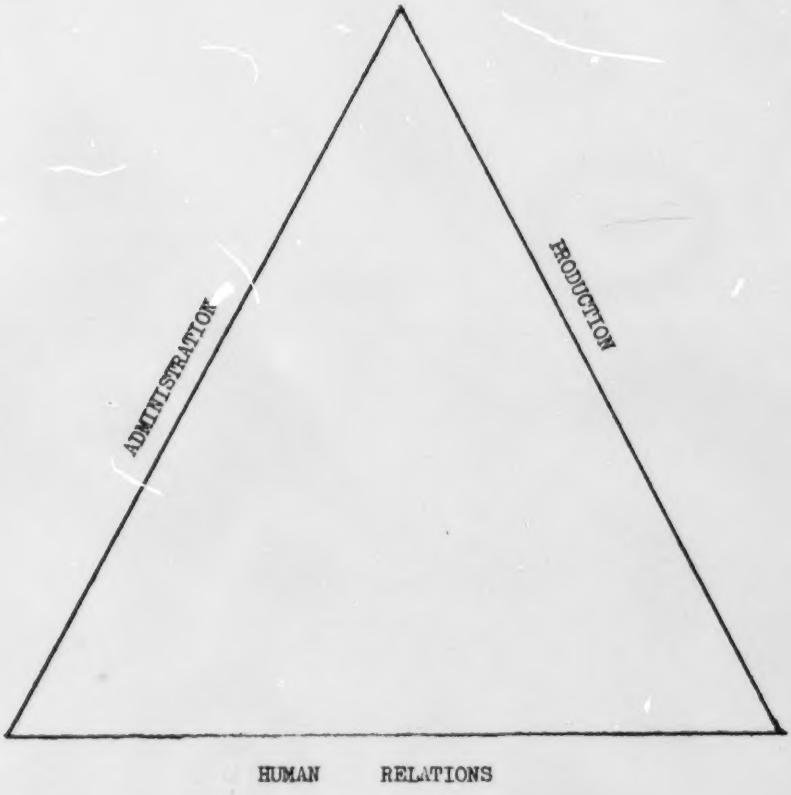
(i) Planning. This means that the lines which shall be followed in carrying out the operations should be determined before anything takes place. Moreover, there should be setting out clearly the methods to be applied and the targets and the outcome of the whole planning.

(ii) Corrdination. It is the control of the group that has to work together as a cooperative family who will do the job with a certain harmony amongst themselves. Understanding of each other shall lead to the treatment of each as a member of the group.

(iii) Morale. It is very important to have a motivation for the staff or group so that they can be made to pull together all their efforts. This will make them loyal and carry out their duties very effectively. But for all the groups to work well there is a need to have a good leadership. This is the process of supervising the work so as to make certain that the job is done according to plans and done well.

(iv) Control. There is no doubt that there is always a need to ensure adequate progress and satisfactory performance of both finance and physic. With this method origional plans can either be confirmed to continue or change thus giving some gains in experience out of the job done and the problems undergone.

FIG. I



MANAGEMENT LINKS

As I have early pointed out, the definition of the work Management varies in different circumstances particularly with regards to the professional schools. The above thought of management is in line with the Management process school. This stands on the beliefs that:

"1. Managing is a process and can best be dissected intellectually by analyzing the functions of the manager.

2. Long experience with management in a variety of enterprise situations can be ground for distillation of certain fundamental truths of generalizations - usually referred to as principles - which have a clarifying and predictive value in the understanding and improvement of managing.

3. These fundamental truths can become focal points for useful research both to ascertain their validity and to improve their meaning and applicability in practice.

4. Such truths can furnish elements, at least until disproved and certainly until sharpened, of a useful theory of management.

5. Managing is an art, but one like medicine or engineering, which can be improved by reliance on the light and understanding of principles.

6. Principles in management, like principles in the biological and physical sciences, are nonetheless true even if a prescribed treatment or design by a practioner in a given case situation chooses to ignore a principle and the costs involved, or attempts to do something else to offset the costs incurred (this is, of course, not new in medicine, engineering, or any other art, for art is the creative task of compromising fundamentals to attain a desired result).

7. While the totality of culture and of the physical and biological universe has varying effects on the manager's environment and subjects, as indeed they do in every other field of science and art, the theory of management does not need to encompass the field of all knowledge in order for it to serve as a scientific or theoretical foundation."

In addition to this there are other schools of thoughts such as the Human Behaviour School, the Social system school, the Empirical school, the Decision Theory school and the Mathematical School. All these schools have got one essential element and that element in MAN. Here, however, the manin question has been termed as the manager. It is this man that I next intend to look into since he plays a very important role in management wherever applicable.

THE MANAGER:

Management is leadership. So one could be a manger of a football team, a factory, a library or library system, a company or a business. Here the most important points is the fact that management is a service whereby the spirit of private adventure is superseded by the sense of general responsibility. This facts is followed by the true picture of the answer of the question: What is your purpose as a manager? Nothing will make a manager the happiest man but be able to make everything he does and directs produce the best possible results. How can the manager do it! This will largely depend on the well-applied efforts of the human beings employed in it. The manager, therefore, as a leader must plan and supervise these efforts he employes. In order for him to be able to do so he must devise a system that will enable him to see every part of the operation, and this is the ideal way for anyone who has an eye on making a sucess of management or leadership.

Undubiously administration usually demands unusual ability and capacity as well as natural talent. The fact that it has to do with people, things, finance, environment and happenings, it warrants to be termed an extraordinary undertaking due to its all-embracing quality it bears. Therefore, the good manager bearing this in mind will employ and organize men and women with individual skills and accomplishments that are useful and these people will be organized to work as a team.

It is always true and accepted that the administrative proficiency of a manager ranks higher than his technical knowledge. What he is supposed to do is be knowledgeable on the general purpose and the basic principles of the organization; so as to be able to keep the organization working harmoniously and purposefully. Generally, therefore, the manager needs to have an intellectual power, lively imagination, a personality which makes other people keen to carry out his plans, to be justice so that his workers have confidence in his, a sense of responsibility, energy and dedinetely knowledge of men.

A manager would be said to have a managerial command if he fulfills three basic points: awareness, action and reponsibility. There qualities always reveal themselves at the time when the manager is faced with dangers and problems, and also when seeking goals. Therefore, whatever happens in the organization, or branch or department, or whatever responsibility the manager is given, he will be answerable for the failure or success. Hence, it is completely essential to realise that boasting and pompous

behaviour do not count for the purpose of managing for the aim is not making good personal impressions but gething the desired action. With the responsibility of leading men in his head, the least he would and must have is a feeling of humanity and a cool orderly type of mind. This is because he needs an ability to plan well and at the same time a cool head to be able to change or reorganize his plan if things go wrong. He must also be capable to introduce new techniques and ideas and discharge his daily duties successfully.

People.

The mention of the word management directly reflects to the manager the idea of dealing with people and their difficulties. The manager cannot afford to run away from crisis. He has to meet and contend with and resolve any sort of a crisis; e.g. a library attendant on hurrying to go home at the last hour forgot to turn off the tapes at the upper floor of the library. It would not have been worse if the sink was not blocked; but as things were the sink over-flooded and the whole floor was flooded with water. Even worse the water overflooded the ground floor where there is the Acquisition Department (technical services) with losts of cartons of new books soaked with water. So the library has to do some rinsening and drying the wet books. Perhaps this might lead to delaying of opening the library to the public if not the closure of it for the whole day.

It is at such a crisis that the manager reveals himself and shows his qualities of leadership. He needs to be thoughtfully tackful and careful and at the same time firm in his pursuit of efficiency but never to neglet the people involved.

It is always said that the leadership qualities of the leader brings out the best qualities and efforts of others. True enough as the manager cannot achieve anything on his own. Of course the operation of improving the behaviour and performance of other workers is a complex one but of good omen to the manager. He will be making them most important service in their lives by making them realize that their work is an important and a respected part of their lives. Therefore, they must value their work.

A librarian who has just been promoted to Head of a Department wanted to know how he would treat people so as to cope with them and at the same time get them working effectively! The answer from the chief librarian was simple but clear. Be of high-souled; tolerate

mistakes so long as they do not go to the heart of efficiency; bear with those who are slower on the uptake than you are; try to make something of a worker even when it seems hopeless to draw anything nearing perfection out of him. No matter how smoothly work seems to flow, things will arise that need your attention. Try to inquire whether something is wrong with a specific situation before acting. Remember that speeches and memoranda although are necessary to get desired action, the audience must be conditioned first so as to have confidence in you as their leader. The practice of convincing and persuading is rather bettes than domeneering. Listen with courtesy to their viewpoints. A good leader is not required to know everything and every detail his subordinates know. The chief librarian couldn't do better than this. He simply spelled out that if you have to head a Department then you must be a MANAGER.

Solutions to Problems.

Finding solutions of problems is is one of the most important tasks of a manager. As I have already pointed out earlier that to a manager leadership means dealing with people's difficulties and crisis have to be solved. There are many ways of solving problems. However, whatever method one takes it must get a solution to the problem.

The following is a Four-point Analytical Formula (FAF) to getting solutions to problems that I feel can fill the gap of misunderstanding and mistrust in the library:

1. What is the problem? Define the problem bringing it within bounds. Then break it into little pieces, and get at the essentials of it.

2. Put possible solutions into juxta position e.g. If you do this, so-and-so will result; whereas if you do that the result will be something else.

3. Try solution for size and fit. Is it complete and competent without going too far.

4. Is the solution practicable with your present resources or do you need more money, labour or space?

If the FAF does not fit and therefore you cannot get a solution, then you must go back over your work in search of an alternative solution for the one you chose was the wrong one. Actually all FAF amounts to is COMMUNICATION.

Fuctions of the Manager:

Having mentioned the manager and the problems that he is likely to face, it is now appropriate to discuss the functions of the manager. The functions of the manager will show very clearly how communication can play an excellent role if the manager applies it properly. The over-all job of a manager is to create within the enterprise the environment which will facilitite the accomplishment of its objective. However, he must also be aware that there are external environment in which his library will operate and yet he will have very little power of influence; e.g. economic conditions, Government policy and the like.

Whatever the situation the ability of the manager will prove in his planning the operations of his subordinates, selecting them and training them, organizing task relationships, directing their work and measuring actual results.

Evernthough the operations in different organizations may differ, the functions of the manager are common to all. However, with the difficult of pin-pointing specific functions, it is thought always ideal to group the functions. This groupin, is around the activities of planning, organizing, staffing, directing and control. It is normally within these spheres that managers run their organizations. Or it could be said that these are the basic functions of management. As we have already seen that all these functions cannot be carried out by the manager without communicating. The success or failure of any of these functions depends on the efficiency of the communication system of the organization. Hence it would be better to examine these functions in details since I only mentioned them.

Planning:

This function involves the manager in selecting the objectives and the policies, programs, and the procedures for achieving them. The most important element in this function is the decision-making since this involves selecting among alternatives. This means that the manager is faced with many policies that he has to select those ones which will be relevant and idealistic to his organization. For example there are policies which relate to authority, management succession, procedure requiring specific method of handling people, and the like. Therefore, we can see that planning and the responsibility for planning cannot be seperated from managerial performance since all those involved in managerial jobs have responsibility for planning.

Organizing:

This is an establishment of an international structure of roles through determination and enumeration of the activities required to achieve the goals of the enterprise and each part of it.

Generally this means the assigning of group activities to a manager the delegation of authority to carry them out, and provision for co-ordination of authoritigs relationships horizontally and vertically in the organization structure. However, it should always be remembered that the organization structure is not an end in itself but a tool for accompolishing enterprise objectives. Efficient organization will contribute to the success of the enterprise, and for this reason the application of organization principles is very important.

Staffing:

This is the activity of manning and keeping manned, the positions provided for by the organization structure. What this means actually is the defining manpower requirements for the job to be done, and it also includes inventorying, appraising, and selecting candidates for positions, compensating and training. Another important administrative element in staffing is directing of staff. This involves guiding and supervising subordinates. The methods that successful directing of subordinate results in knowledgeable, well-trained people who work efficiently toward the enterprise objectives. Along with this and in relation to staffing is the controlling function. Control measures performance, corrects negative deviations, and assures the accomplishment of plans. It is true that planning precedes control, but it is also true that plans are not self-achieving. Therefore, this means that things are controlled by controlling what people do.

Co-ordination:

I have already discussed this responsibility of the manager in detail, and what an important function it is. Only to emphasize, I would say co-ordination is the essence of managership.

COMMUNICATION

After having discussed briefly on management and its functions, and the manager it would be ideal at this stage to turn to specifically and

yet briefly at communication, and its applicability to libraries and library management. Again in order to discuss this I will have to look at the definition of the word communication.

"Communication may be all things to all people, but most assurodly it is defined differently by most people. That somebody has something to say to someone else, however, appears to be the basic minimum to any definition of communication from as for back as Aristotle. Even today this description resembles what people think they do when they communicate: a person sends a message to someone for some purpose. The message could be a letter, a speech, or a television program.....such communication is described as: who? Says what? in which channel? to whom? with what effect?"[1].

The American society of Training Directors defines communication as "the interchange of thought of information to bring about mutual understanding and confidence or good human relations." However, Newman and summer[2] define communication as "an exchange of facts, ideas, opinions, or emotions by two or more persons". Bellow[3] however defines communication as "intercourse by wards, letters, symbols, or messages and as a way that one organization member shares meaning and understanding with another."

The above definitions have been quoted with two purposes. One is to try and show how the word communication is understood by different people or groups. Secondly the definitions clearly outlines the difference between a scientific theory and its applicability. The definition from the Encyclopeadia of librarianship and Information science treats the subject towards the angle of scientific inquiry of communication of knowledge principles and communication models developed by people such as Cannon and Norbert Wiemner (rig 2). The cybernatic model of communication of Wienner and Cannon is based on an adaptive control organism - or mechanism, or system- and includes three essential Components:

FIG. 2

COMMUNICATION MODEL (Cannon and Wienner).

1. In order for the source to get to the Receiver he must communicate through a channel that will transmit his message.

2. There will only be a complete communication if the receiver provides a feedback and thus ding the channel so get the source. Therefore, the source will get the results of his communication.

a receptor, an interpreter, and an effector. The receptor receives the message information and interprets the information before doing something as a consequence.

On the other hand people like Newman, Bellows and the like, define communication bearing in mind that the source, channel and receiver have got specific relationship and are of a group nature. However, these groups are orientated at reaching specifically defined goals for their particular organization. In here they look at communication as the transfer of information from one person to another, whether or not it elicits confidence or becomes an exchange or interchange. Nevetheless, the information transferred must be understandable to the receiver aimed at.

We can therefore, after having seen the above definitions, qualify Communication as the means by which organized activity is unified. Whether we are considering a family, a group of boy scouts, an army, or a college, or a library enterprise, the transfer of information from one individual to another is absolutely essential. This is because it is the means by which behaviour is modified, change is effected and goals are achieved. As Koontz and O'Donnell,[4] ssay "It is a matter of some importance to understand that every person in organized enterprise shares the responsibility for good communications. It is not only a top manager who may initiate while all others receive, nor is it only the subordinates who originates while superiors listen. It is a fact that everyone is both an originator and a receiver of information, depending upon the authority relationships, functional relationships,, and cooperative relationships which exist in any enterprise."

Purpose:

What is communication for? In every organization everyone within that organization has a need to know when and what to communicate to whom. At the same time he wants to know the available means for information transfer, including the varieties of techniques and the use of both formal and informal avenues for transmitting messages. In other words the purpose of communication in an enterprise is to effect change. That is to influence action in the direction of corporate welfare.

In order to achieve this purpose it is extremely important that the practical needs for communication be fully understood, and the issues which are involved in achieving good communication be clarified. These issues are the principles of communication, getting ready to communicate, recognition of the barriers to communication, the choice of techniques,

crosswise communication, and the problem of written cammunication versus oral communication.

There are mainly three principles of communication which fulfil the purpose of communication, and are ideal guides for establishing good communications since they direct attention to four main critical areas: "message quality, conditions for reception, maintenance of intergrity of organized effort, and taking advantage of informal organized effort, and taking advantage of informal organization."[5]:

(1) Principle of clarity: This is the principle which emphasizes the importance of communicating in commonly understood language. Simplicity here is the key word. The simpler is the language and the clearer it is, the better are the chances of understanding and getting a reaction from the receiver of the message. Hence this requires a literate approach to language and familiarity with language patterns of subcurdinates and superiors.

(ii) Principle of attention: It is very important that the communicator gives a full attention to receiving communications. No communication is complete unless the message is understood. Understanding requires attention on the other hand is achieved by concentration. The achievement of this will eliminate loss in transmission, and poor retention.

(iii) Principle of intergrity: It is absolutely essential to make communications support organizational objectives. This principle relates to the purpose of communications. As Koontz says "to a manager, a communication is always a means, never an end. It is one of his tools for securing and maintaining cooperation in reaching enterprise objectives.....The intergrity of the enterprise depends in part on supporting the position of subordinate managers. Since they occuply centres of communication, they should be encouraged to use their positions for this purpose."6 Some superiors ignore the subordinate managers when they want to meet the employee. This however, makes more damage than good. Only by using this soburdinate manager will his subordinates recognize his superior status and fell properly dependent on him for official information, thus enhancing his authority.

(iv) Principle of strategic use of informal organization. This arise from the need for transmission of information and thrives on information. Existing outside the formal structure it endures with or without the approval of the managers and can have destructive or constructive effects on the organization. If it is well mobilized it can help; but this is not a reliable channel of communication, and it is very much inadequate.

So what does all this mean? All this is meant to achieve a smooth running organization whereby the boss's message reaches the juniors and viceversa. Hence achieve the goal of the organization. But is this really true in most cases? The answer is certainly No. There are many problems that contribute to this and amongst which are Bureaucracy, Specialization and conflict, to mention but a few.

It is not my intention to discuss all aspects of cases of problems or barriers of smooth communication of an organization. However, I will try to look at two which should be sufficient enough to provide a good picture of the problem.

Specialization:

Can specialization change the objective goal of the organization? It is true that specialization results in strong attachment to subgoals. Normally it is seen that the unit goal is not a goal but a means to a larger goal. Hence members of a specialized unit seem to be attached to means rather than ends. One main characteristic of specialization is an apparent inversion of ends and means. Nevertheless, specialization requires that the new raw data of reality be organized into classes or catagories that often recur. Further enourmous amounts of information need in a specialized world can be summarized and communicated quickly by categorization of data, thereby greatly facilitating the solution of problems.

However, one drawback of specialization is its bringing about conflicts in the library or any other organization. Specialization meets the needs of the individual when it contributes to his survival, by which I mean the survival of the values and aspirations which constitutes him as a human being. The needs of the individual, therefore, guide specialization along lines of increased status and function for the individual. Hence, it could be right to say if conditions

permitted, most people would seek to enlarge their status and function, which implies considerable self-development differentiating them from others. A conflict is born.

Communication and conflicts:

Why are there conflicts in libraries or amongst libraries? The direct answer to this is because in library administration as any other enterprise, there is a human factor involved. However, the main source of conflicts is based on the three principles of administration: "(1) the need to focus on the quality and quantity of work done by staff members and the exclussion of all 'routine tasks' from an administrator's schedule; (2) the need for two-way communication up to the point of real understanding of the individual and problems involved; (3) the need to plan and implement change."[7]

Since I am discussing the role of communication in anagement, I do not intend to discuss the first and third principles, but I will venture into the second one, which is more relevant to this issue.

The need for a two-way communication means here the need for in-depth communication with staff members. All staff reporting to a given administrator should be brought to a high level of communication which include both understanding and constant feedback. How is this best accomplished? The administrator must get to know his staff as people. Routine business communications and communications involving crisis decisions only are not enough. Frequent informal as well as formal communications are necessary. It is important for the staff member, within his area, to feel that he is a member of a team working towards the same defined goal as other library staff members and administration members.

Both verbal and written communications are important as I have previously pointed out. The verbal are greatly used to establish repport with an individual staff, the written one is for recording decisions and plans. Again concentration or listening is very vital. There is a common tendency for a busy executive to cut off a staff member's communication before he has time to get to the real problem involved. It always takes time for someone to work up to a subject and put forth his thinking. Therefore, improved communications should provide better knowledge and understanding of all procedures on the part of the administration. This will open up the possibility of much tighter control in the area of decision making causing perhaps

some resentment on the part of the next lower echelon supervisors. On the other hand, improved accomplishments and better understanding of over-all goals should center-balance this effect.

Does communication involve a teaching function on the part of an administrator? The answer is YES. And Waddington explains it better.... "Training has always been understood to be part of a supervisor's function. It seems that the responsibility of the administrator to train or teach his department heads has been neglected in libraries.....By and large individual staff members in libraries are over controlled and are given little responsibility, and department heads or supervisors are often left to their own devices....."[8]

In order to see this clearly I will have to use an example of departments which will show the professional behaviour in the various organizational relationships in the Departments. There is no doubt that any big library will have to be run by departmentalization or branch system. It is also true that this achieves the advantage of specialization which unfortunately enough it automatically establishes the conditions of conflict. Take for example two departments in a library - the Public library and the Technical Services departments. The work of these departments are inter-related and the success of one is partly dependent on the success of an other. However, the goals of both departments are different and this may leade to conflicts. Eventhough it is not unusual for library departments to come into conflicts, the greatest conflicts normally are between the above two mentioned departments.

The main cause of conflict between these departments, though rooted from the goals of each, is a case of communication. The lack of communication or the lack of the better understanding of it creates the conflict that arises among these departments. Why is this so? Simply because the position of the two in the library is always at a contrasting positions. While the public library is seen and reconized by the public and is there for their service, the technical department is always the back door one. Hence their work orientation is different. For example if the Public library service Dept. Would like a specific material very fast for its readers, it cannot gurantee to rush it through the process routine of the Technical services. It is at such times that communication can play a very good role. However a bad communication at this juncture could lead to a very high point of conflict and even make the outlook of the library, as a whole, very bad. Therefore at this point it could be better if the heads of the two departments were to sit down

and understand each other what is to be done by both departments for the good of the library service and hence the understanding of the goal of the library rather then of their departments only.

Communication and Time:

In libraries, as is the case in other organizations, not only is communication important but also when you communicate it is vital. A badly timed piece of communication is as destructive as a bad and uncooperative worker, or perhaps even worse.

Timing of communication reveals the wisdom and administrative skills in communicating. When a communication is done at the right time indicates that suffisient consideration has been paid to staff needs and interests.

Another reason which leades managers to choose when to communicate is the volume of communication wanted within the library. As the number of jobs increases to meet new requirements of service in the library, the number of pontential communication links increases with the number of staff. Is it really true that communication activity is increased in relation to increased number of staff? Not necessarily so. The increase in staff would mean an increase in communication channels. However on increase in Communication channels does not lead to increased communication because these channels may not be utilised and are not necessarily related to the amount of communication which should take place in the library. Moreover, it could be that the amount of communication which takes place is not necessarily the equivalent of the amount of information being circulated. Besides the fact of channels of communication the amount of communication which will take place in the library will depend on the size of the library. The bigger and the more complex the library structure is the more communication will be needed.

However, too much communication is a clear adivence of distribution of irrelevant information which unfortunately tends to obstruct communication channels and obscure the really important matters. What, therefore, should be the aim of volume of communication? According to Redfield,[9] it should be "to ensure an optimum flow of information - neither too little nor too much-enough to cover but not so much so to smoother. The only point where adequacy of communication can be measured is in the mind of the receipient". What this means is the fact that a flood of communication can be distracting and create ambiquity

rather than clarity; improved efficiency related to means of communication and direction may help to reduce ambiquity. How? By seeing that the right people get the information, and hence the expected feedback.

So as to make the point of when to communicate clearer, I would like to demostrate it with a specific example. Take a new member of staff of a library. An induction is planned for this new staff (MR. Y). It is extraordinarily easy for experienced members of staff to forget how complex the library may appear to the newcomer, particularly to a junior with no library experience. The induction course aims at putting Mr. Y at easy and acquire some simple knowledge of the library work and the complexity of that particular library establishment in terms of its procedures, the employee's rights and responsibilities. Induction has has got a two-way benefits - to the newcomer who learns of the library. And the library will have an employee who will be involved in the library duties, goals, awareness, and the like which in the long run will lead to the contribution of library effectiveness.

Induction is one respect that is relatively easy time for communication. The new member of staff usually is highly interested in learning about the library and at this level the member of staff is highly receptive and the effect of communication is very high at this situation. However, the communicator must watch his content, means and timing of his communication. According to Emery the information to be given to the new member of staff should related to,[10]:

"1. The library as an organization - how it is organized, how it operates, what it does, something of its history and goals, and its personnel policies.

2. The Individual's job - its tasks and the member of staffs relations to collegues, so far as responsibility and authority are concerned.

3. Working conditions and aids - where the number of staff's place of work is, where he gets materials necessary for the completion of his work, and working rules relating to salary, hours, coffee breaks and so on."

Communication and Library Effectiveness:

The question of communication and its applicability in library

management is not a very questionable issue. However, the way this communication is used and how it renders a library effective, hence-force efficient, leaves a lot to be desired in this study. Librarians have been very slow or to be rather strong, unwilling to determine the inefficiency of their communication programs. Nevertheless, they are usually the first people to tell you how important communication is! One can hardly find a "communication Programme" as a common feature in libraries.

According to a survey made in Nigeria only 10% of the establishment over endurged in a "communication programme". However, 98% of these very libraries responded with a 'YES' to the question: "Do you think communication is very important to library management?" Why the big difference? Amongst many reasons, the main one is the use of the word communication. There was a mix-up of what people think the word communication means in this context. Actually the answers ranged from Technological views to Dont knows. Of course this ignorance was also contributed to the managers' status. Not many of them are professional librarians (about 30%). Amongst the 70% of professionals, supprisingly enough 30% of them have worked in libraries for a long time and this acted as the catalyst for their admission to the library school (here things were discussed lightly and generally.)

Therefore, the 10% was rather akward for one should at least expected that the 40% well-trained librarians should have known the importance of "a communication programme!".

All in all the communication issue is of great importance. People should know what to communicate and to whom? The librarian besides involving all possible channels of communication must be able to tell at least by group who communicates to whom? Why doesn't one channel of communication work as well as the other? Why some communications do not provide the feedback they should?

If there is a gap of communication how is he going to close it? In order to get answers for such questions a survey would be the best method of determination. And here I mean a well-planned and purposive survey that will provide answers to help the efficiency of the library and not answers to be shelved. I do not intend to discuss the methods of surveys as librarians are very good at conducting this kind of research.

After Communication what?

Communication always enables the librarian to determine or identify areas for future development and improvement. It should facilitate the better coordination of the library by clarifying areas of responsibility and individual contributions and importance, and hence helping to eliminate duplication of effort and conflicts.

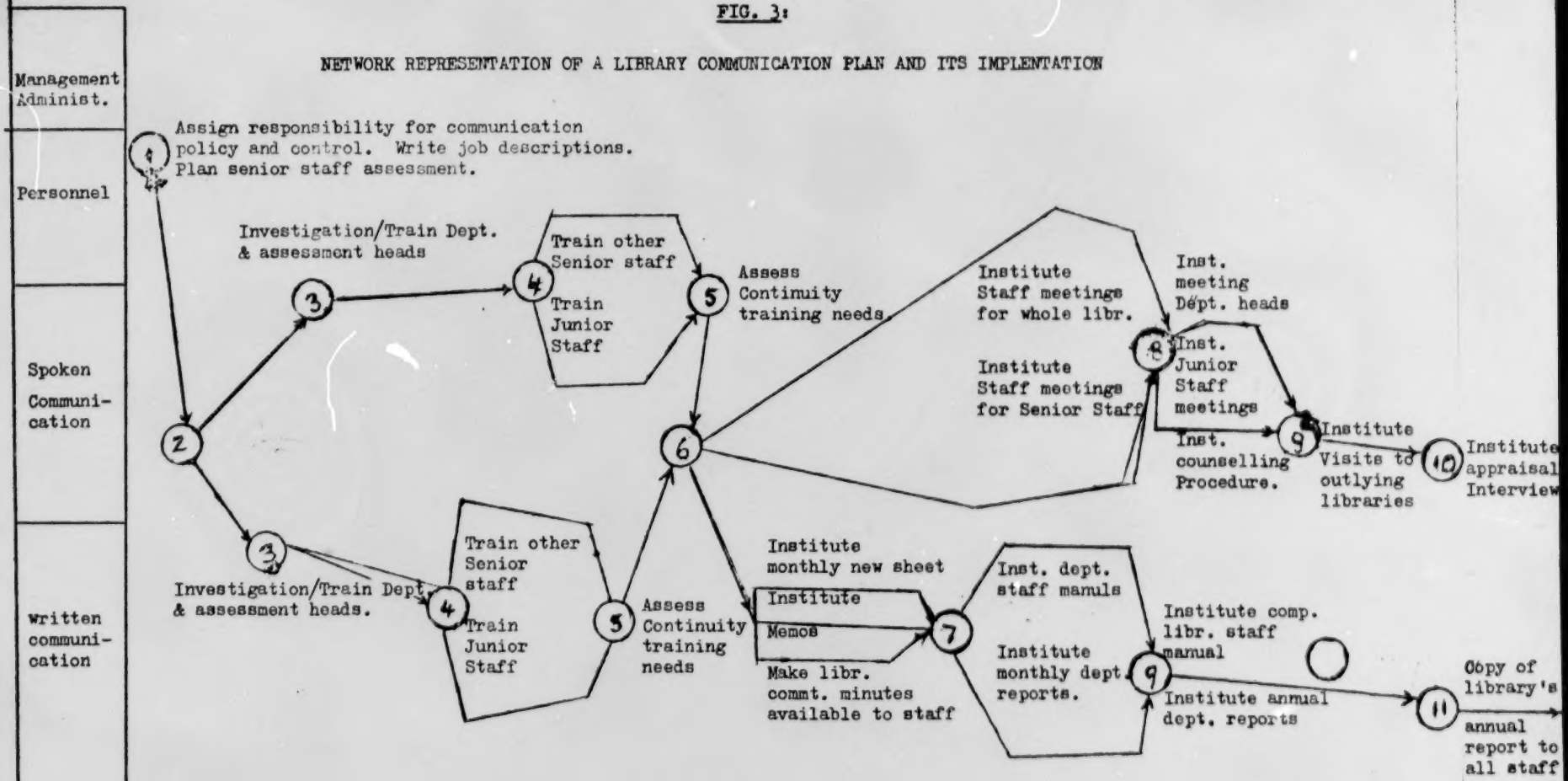
Any organization, libraries included, is subject to processes of continous change. Therefore if library administrators pay attention to staff communication - an intergral part of administrative techniques and processes - then it is likely that they will be aware of changes. Such changes might be the effect of new library services on the administrative structure and staff relationships that take place and attempt to condition changes in a constructive manner. However, to this there is one irony that librarians should always be alert of to the fact that activities which help get change accepted, such as effective communication, are themselves often disrupted by change. For example communication may be weakest at the time it is most needed.

If this happens to be the case then the librarians should make an effort to maintain it at a high level of effectiveness during periods of change.

The role of communicating in library management is such a vast field that even if one writes a book on it still it would be hard to do justice to it. However, I have limited to the theoretical look of it and its relationship to coordination as an essence of leadership. I did not try to trace a network of library communication (see illus. included).

FIG. 3:

NETWORK REPRESENTATION OF A LIBRARY COMMUNICATION PLAN AND ITS IMPLENTATION



FOOTNOTES

1. ENCYLOPEADIA of Librarianship and information science, Vol. 5. P421.

2. NEWMAN, W.H. and C.E. SUMMER. The Process of Management. Englewood Cliffs, N.J.: Prentice-Hall Iric., 1961. p59.

3. BELLOWS, R and others. Executive skills. Englewood Cliffs, N.J.: Prentice - Hall, Inc., 1962. P.59

4. KOONTL, H. and O'DONNEL, C. Principles of Management; an analysis of managerial functions. 4th ed. New York: McGraw-Hill, 1968. P591 - 2.

5. ROGERS, C.R. and F.J. Roethlisberger. Barriers and get aways to Communication. Harvard Business Review, Vol. 30, No. 4, PP 46-52. July-August 1952.

6. KOONTZ, H. and C. O'DOANELL. Prinèples of Management... N.Y.: McGraw-Hill, 1968. P602.

7. WADDINGTON, Charles C. Some principles of administration in Libraries. Jrl. of Education for librarianship, 10: 140, 1969.

8. Ibid. 10: 140, 1969.

9. REDFIELD, C.E. Communication in Management. Chicago: University of Chicago Press, 1958. P 145.

10. EMERY, Richard. Staff Communication in Libraries. London: Clive Bingley, 1975. P 117.